

The Use of the Features SWOT-Analysis to Evaluate the Effectiveness of Student Media

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Abstract – The paper first investigated the state of the Russian student media on the basis of the SWOT-analysis. This allows evaluating the opportunities and risks, identifies publications development strategy, on the bases of the major corporate media student of the three universities: Rostov State University of Economics (RSUE), Saratov State Medical University (SSMU) and Kazan Federal University (KFU). The three types of media studied are the main high-frequency options: printed newspaper / magazine and online edition. RINHburg magazine («РИНХбург») is an information and entertainment magazine for students of RSUE. It was created by students studying at the Department of journalism for students of the University and the region as a whole. The aim is to create a unified communication space of the University. In the SSMU student newspaper "In vivo" is made by the efforts of constantly changing editorial Board of the leaders of the youth self-government, for which regularly held training seminars and workshops on journalism. The survey showed a high demand for knowledge on working with information from future physicians. Correspondent skills help to develop the basics of stylistic diversity of the created texts. "Kazan University" – the oldest University newspaper of the country is published since October 22, 1928. It was switched to a network format in 2009. The newspaper won the XI Republican contest of journalistic skills "Crystal pen" in the category "Corporate media". On the basis of the analysis of the survey a wide range of students and the editorial boards identified strengths and weaknesses of publications. Also the factors affecting student corporate media were evaluated and their functions as image elements of the University were clarified. Ways of improvement and development of the modern University edition are offered. The conclusion is made about the possibility of using SWOT-analysis in the field of media.

Keywords – corporate media, student press, SWOT analysis, image, functions

I. INTRODUCTION

Today student press that meets "information, aesthetic and political needs of students of higher educational institutions "[2] is given a special place in the modern conditions of the rapidly developing market of corporate media. Almost every University, especially those with humanitarian specialties, one way or another connected with journalism, strives to create its own newspaper; radio and even TV channel [3]. Certainly, opportunities of higher education institutions significantly differ, but the requirements stated in the Order by Federal Service for Supervision in Education and Science (Rosobrnadzor) of may 29, 2014 N 785 "On approval of the requirements for the structure of the official website of the educational organization in the information and telecommunication network "Internet" and the format of presentation of information on it" provide for the mandatory availability of a site with mandatory and additional information. The news line on this site usually serves as one of the sources of materials that then fill the University newspaper, but it is not actually a student newspaper. The creation of mass media by students and for students requires special efforts on the part of both the administration and students. Since the existence of a newspaper, magazine, radio or TV is regulated only by internal documents of the University and, accordingly, is financed from its own funds. Thus, either a University with a sufficient budget or an educational institution that has constantly replenished resources of future specialists in journalism/publishing can afford its own student media [8]. The reputational component of such work is able to cover the costs of organizing and producing student media, if their effectiveness is proven in

theory and practice [4]. Difficulties in the administration in making management decisions arise at this stage. Meanwhile, the effectiveness of such media, identifying their strengths and weaknesses can be identified based on the theory of SWOT-analysis.

II. MATERIALS AND METHODS

As you know, from the 60s to the present day SWOT analysis is regularly used in the process of strategic planning. [1]. initially, it was used to voice and structure knowledge about the current situation and trends. After a while, SWOT analysis was used to create business development strategies [14]. Full strategic analysis is available only to very large companies [15]. Nevertheless, it helps managers to structure the information field in which they can navigate and make decisions by choosing a matrix of "quality" strategic analysis (SWOT matrix: Strengths; Weaknesses; Opportunities; Threats).

The optimistic variant of development of student mass media assumes transformation of all factors of their development into the leading source of information growth and breakthrough in interest of audience during implementation of strategy of cardinal improvement of an information situation (quality). In addition, student media can implement a phased transition to advertising and information type of development, involving active investment by advertising agencies and businesses [6].

A realistic variant for the development of student media is based on the consolidation of the dynamics of the existing trends preservation (number).

A negative variant for the development of student media can develop in the event of a slowdown in funding or loss of human capital.

To understand the objective possibilities of modern student media analyze the work of student magazine "RINHburg" (Rostov-on-don, RSEU), student newspaper "In vivo" (Saratov, SSMU) and online newspaper "Kazan University" (Kazan, KFU). The strengths we will attribute those qualities that competitors will not be able to repeat, copy, and those that relate to the "exceptional excellence". The weaknesses include those components that do not allow achieving superiority over competitors.

The magazine "RINHburg" is the student's infotainment journal of Rostov State Economic University (RINH). The publication began its work in May 2010, the name was given in connection with its location in RSEU (RINH). Students studying at the Department of journalism work on the journal. The goal is to create a unified communicative space of the University [9]. The concept was based on the fact that every student – present, former and future – was aware of all the events of his University and could take part in the life of the University [5]. The magazine also has a group in the social network Vkontakte, where young people can daily view the latest news, listen to music, communicate, leave their opinions and wishes, view videos and etc.

In Saratov medical University named after V.I. Razumovsky (SSMU) has always been actively working to attract students to the creation of the University newspaper. Materials prepared by students and telling about the important moments of student life regularly appear in the newspaper "Izvestia of Medical University". In 2006, the activity of students has increased so much that there was a need for another newspaper created by students and for students. The first issue of such a newspaper with a sonorous and purely medical name "In vivo" was published in late 2006. Since that time, the newspaper "In vivo" is published regularly. Thanks to the work in the editorial Board, many students had the opportunity to acquire useful skills in writing articles, notes, coverage of significant events of student life SSMU. Training seminars on the main problems of journalism and publishing are regularly held for members of the editorial group of the student activists [7]. Since 2008, the newspaper has a modern design, new sections and headings have been introduced.

"Kazan University" – the oldest University newspaper of the country, October 22, 1928 published the first issue of the University newspaper "On University building site", which eventually changed its name to "Leninets" (since 1929) and "Kazan University" (since 1992). The concept provides coverage of news and events of KFU, education and science, life of youth and students of Kazan and the Republic of Tatarstan. In 2009, an online version of the newspaper was published [11].

Due to the objective departure of the audience to digital platforms, in 2018 the newspaper moved to the online platform. As a result, the website of the newspaper began to perform wider functions – in addition to informing the external audience about the life of the University, the achievements of its scientists; it performs an important internal mission – a discussion platform, personal notes (blogs), chat. The structural units of KFU have their own printed and electronic student publications (Include, «Hi.ZHi.Na», «GEOGazeta», «Truba», the student media portal Dragon News.

III. RESULTS

Analysis of the journal "RINHburg", Newspaper "In vivo" and the online newspaper "Kazan University" allowed making comparative SWOT tables of the three media on the basis of internal audit and a survey of 300 students (100 people in Rostov-on-Don, Saratov and Kazan).

Analysis of the opportunities and threats of the three editions allowed grouping the data according to priority, the need for concentration of efforts and means, and the thoroughness of monitoring.

The risk of new borrowings of competitors' audience to the student magazine "RINHBURG" can be reduced through the development and increasing popularity of the journal among all students of the city, which requires more attention to the development of advertising and sufficient financing it. The threat of a new competitor may be partially mitigated by the experience and creativity of journalists "Ringborg" and perennial image of the magazine to prevent the emergence of a strong competitor. Threats of financial problems can be solved by finding an additional investor.

TABLE I. SWOT-ANALYSIS

	Positive factors	Negative factors	Positive factors	Negative factors	Positive factors	Negative factors
	«RINHburg»		«In vivo»		«Kazan University»	
Internal environment	<ol style="list-style-type: none"> 1. Location (main building of the University) 2. Recognizable design of the magazine. 3. Distinctive feature-shifting cover 4. Well-structured presentation of materials for students. 5. Established work with the audience 6. The concept of the magazine – the life of the city 7. The presence of the group in the social network 8. Well-established work of journalists of the magazine with the management. 9. The publication participates in events and festivals. 10. The journal is provided to students (audience of readers) free of charge. 11. Student journalists improve their professional skills and gain experience every day. 12. There is a material and technically equipped edition. 	<ol style="list-style-type: none"> 1. Financial constraints 	<ol style="list-style-type: none"> 1. Location (main building of the University) 2. Recognizable design of the magazine. 3. The distinctive Latin name is a sustainable medical term 4. Established work with the audience through the organized student active (OMUS). 5. Training through regular multi-purpose workshops. 6. The concept of the newspaper is the life of SSMU. 7. Established communication with the leadership through the chain "Department of public relations-Vice-rector for public relations and educational work". 8. Participation in all activities of the University and the city. 9. The newspaper is distributed free of charge. 	<ol style="list-style-type: none"> 1. Financial limitations, dependence on the decision of the administration 2. Lack of training in journalism and publishing. 3. Lack of editorial space and equipment. 4. The limited scope of the publication problems of the University and the future profession 	<ol style="list-style-type: none"> 1. Location (main building of the University). 2. Recognizable design of the online newspaper. 3. Well-structured presentation of materials for students. 4. Established work with the audience. 5. Concept-news and events of KFU, Kazan and the Republic of Tatarstan. 6. For the last two years it has been published only in electronic version. 7. Special issues "Entrant" and "Freshman". 8. There is the group in the social network. 9. Close cooperation with the leadership of the University and the administrations of the institutes, the Department of Youth Policy, the Coordinating Council of Public Students Organizations and associations of KFU, the Higher School of Journalism. 10. Organization and participation in events, festivals, conferences. 11. Open access to the online newspaper. 12. Great creativity. 13. Students-journalists daily improve their professional competence and get the experience of a specialist. 14. A large number of illustrations (photos, collages, infographics). 15. There is a materially and technically equipped edition. 16. Partnership with KFU television, which has no analogues in Russia. 	<ol style="list-style-type: none"> 1. Inability to work with advertising on General schemes and technologies due to the specifics of the founder. 2. Unwillingness of part of the audience to consume content through new media.
	External opportunities (O)	Existing threats (T)	External opportunities (O)	Existing threats (T)	External opportunities (O)	Existing threats (T)
Internal environment	<ol style="list-style-type: none"> 1. Audience expansion (readers from different Universities of the city) 2. Increasing the number of topics and articles in connection with the expansion of the readership 3. Increase in circulation. 4. Attract investors 5. Favorable attitude of the rector of the University to the student publication. 	<ol style="list-style-type: none"> 1. The emergence of a competitor. 2. The competitor brings out a new distinctive and attractive feature to attract the audience. 3. Financial problem. 	<ol style="list-style-type: none"> 1. Expansion of the audience at the expense of medical students of other cities. 2. Expanding the subject by introducing professionally oriented articles of potential employers. 3. Cooperation with publications of universities of the city – thematic career-oriented issues 	<ol style="list-style-type: none"> 1. Other universities have their own student publications. 2. Expansion of competitors through social networks. 3. Financial problem. 	<ol style="list-style-type: none"> 1. Expansion of the target audience (readers from different universities of the city and the Republic). 2. Switch to online mode. 3. Potential to become a center-link with regional and Federal media, the student community and the public. 	<ol style="list-style-type: none"> 1. Increased competition through the development of new digital platforms. 2. Lack of regular stability.

The newspaper "In vivo" has no such development potential as publications related to philological specialties, but the relevance of professional topics guarantees the target audience's constant interest. The threat of its expansion among competitors due to social networks is easily solved by inclusion in modern highly mobile groups (Vkontakte, Viber, WhatsApp), allowing to inform and coordinate joint actions. For example, medicine involves active volunteer programs that can be developed, organized, announced and conducted with the support of student media. A typical financial threat can be neutralized by attracting advertisers associated with medicine-medical clothing stores, dental instruments, and pharmaceutical companies.

TABLE II. TABLE THREATS OF THE MAGAZINE "RINHBURG"

Probability of threats realization	Consequences of threats		
	<i>Destructive</i>	<i>Heavy</i>	<i>Easy</i>
High			
Average		Financial problem	The emergence of a new competitor
Low (low probability)			The competitor brings out a new distinctive and attractive feature to attract the audience.

TABLE III. TABLE OF THREATS OF THE NEWSPAPER "INVIVO"

Probability of threats realization	Consequences of threats		
	<i>Destructive</i>	<i>Heavy</i>	<i>Easy</i>
High			Expansion of competitors through social networks
Average			Other universities have their own student publications
Low (low probability)			Combining the competitors' theme of c with the newspaper

TABLE IV. TABLE OF THREATS ONLINE NEWSPAPER "KAZAN UNIVERSITY"

Probability of threats realization	Consequences of threats		
	<i>Destructive</i>	<i>Heavy</i>	<i>Easy</i>
High			
Average			competition increase through the new digital platforms development
Low (low probability)			Lack of regular stability.

The development of modern channels of information dissemination, a kind of personalization of their presentation of information, "flirting" with the reader (more frivolous presentation, ignoring the facts in favor of a resonant assumption) poses a new threat to the media working, according to the classical rules of working with information – the outflow of readers. The task of journalists of "Kazan University" is to be competitive in this information field, without changing editorial norms and rules of work with information. Another threat is related to staffing. In fact, all student media are dependent on the educational process and during the sessions and holidays there is a shortage of authors. To minimize the damage to the work of student media of

Kazan Federal University, it is necessary to expand the editorial office staff.

The opportunities matrix showed that the fields of the most favorable opportunities include the opportunity to attract investors and expand the audience of readers to promote professional knowledge in the city. Opportunities provided by attracting investors, cause the use of one of the strategies. However, the possibility of expanding the audience depends directly on other factors: ensuring financial stability at the expense of regular sponsors-advertisers, expanding the subject, typological transformation [5]. For example, a newspaper made in the academic style can acquire the features of a youth glossy edition due to infographics, drawings, comics, bright modern design. Prospects for the development of corporate magazine products can be the creation of a common information interuniversity youth platform that unites the interests of students of different directions and levels of education (pre-University stage, bachelor, specialist, master, residency, postgraduate). A particularly urgent problem is the creation of an information environment for the organization of high-quality career guidance work with adolescents with disabilities to provide equal opportunities for self-realization in modern Russian society. In advertising brochures of universities and colleges often such information is not available, which could effectively compensate for the youth media. In Saratov on the first Interuniversity forum of student mass media "Problems and prospects of student media," there was an initiative to establish a focal point of student media of the city and region as a discussion platform to exchange experiences, to consolidate the city's student community to exchange experiences and work on new media projects promoting universities and colleges in regional and Federal mediasfera. Unfortunately, there is no such center in Saratov yet.

TABLE V. A TABLE OF OPPORTUNITIES OF THE JOURNAL "RINHBURG"

Probability of using the opportunities	Impact of opportunities		
	<i>Strong</i>	<i>Moderate</i>	<i>Small</i>
High			Favorable attitude of the rector of the University to the student publication.
Average	Attraction of the investor	Increase of circulation of the edition	
Low (low probability)	Audience expansion (readers from different Universities of the city)	Increasing the number of topics and articles in connection with the expansion of the readership	

TABLE VI. TABLE OF OPPORTUNITIES OF THE NEWSPAPER "IN VIVO"

Probability of using the opportunities	Impact of opportunities		
	<i>Strong</i>	<i>Moderate</i>	<i>Small</i>
High		Cooperation with student's Newspapers of medical universities in other cities.	Administrative resource
Average			Extension subjects
Low (low probability)	Joint career guidance issues		

The X annual student conference "Point of view", held at Kazan Federal University in April 2017, was also devoted to student media and media projects. More than 100 students from 20 cities of Russia shared their experience in organizing information activities in their higher education institutions and expressed their firm belief that the quality of preparation and conduct of each event, the degree of achievement of the goals set by the organizers, audience coverage and other aspects depend on information work.

TABLE VII. TABLE OF OPPORTUNITIES OF ONLINE NEWSPAPER "KAZAN UNIVERSITY"

Probability of using the opportunities	Impact of opportunities		
	<i>Strong</i>	<i>Moderate</i>	<i>Small</i>
High	Modern approaches to online newspaper management	Cooperation with University student's newspapers	Administrative resource
	Wide range of publications		
	Information activity and mentions in blogs, social networks, forums and other sites		
	The venue for regional and all-Russian student conferences for the consolidation of the student press		
	Joint career guidance issues with student's newspapers of the University		
	Among journalists of the newspaper there are purposeful students interested in development of the online newspaper and the competences.		
	Having your own website		
	Availability of high circulation		
Average			Subjects extension
Low (low probability)			

The final stage is the formulation of the main strategic decisions, taking into account their importance. Strategic opportunities and threats on which solutions need to be focused in order to implement them. Threats that require special attention and constant monitoring are among the most

important. They should be under the constant control of the University administration.

The opportunities to separate them as needed resources and threats become available are of medium importance: management control, as well as investment from own or available financial sources.

The study of the internal work and the surrounding conditions allows us to determine the possibilities of editors to achieve various goals. The analysis of questionnaires allowed to define what resources of editions are, what it is desirable to get, and also whether edition will be able to expand the audience to the city/regional/Russian level. The study of opportunities focused on unlocking the potential, strengths and weaknesses of the activities.

IV. DISCUSSION

Analysis of the internal environment of student media showed that editors have more strengths than weaknesses. The state of the editorial offices is considered positive, as the strengths include the location in the main building or campus. The magazine's "RINHburg" features the recognizable design of the cover, Changeling (distinctive feature), a well-organized presentation of the material, collaboration with the audience, the presence of groups in social networks and other, which are the main indicators in the evaluation of the magazine. In addition, such a weakness as financial limitations loses its strength due to the interest of the audience to the magazine and successful work during the lifetime of the publication.

A big advantage for the newspaper "In vino" is a direct supply of material "from hand to hand". Also, it works for students' interest. And as a consequence, it is popular. In addition, students of the University receive copies for free. Popularization of scientific research conducted by scientists of the University, allows to determine priorities at the stage of choosing a future specialty. Interviews with the heads of the University, chief physicians of clinics, employees of scientific institutes, heads of departments scientific circles gives students the opportunity to determine the direction of future residency, to understand the direction in which to move in senior courses, to begin early professionalization.

The advantage of "Kazan University" is a creative approach to the presentation of information, the newspaper is filled with high-quality articles and professionally illustrated. The online newspaper is in demand not only because it quickly covers various aspects of the University's activities and active student life, it also discusses and comprehends interesting topics in terms of new opportunities for science, technology and education. On the pages of the newspaper readers get acquainted with non-standard views, opinions expressed by famous students people. No less important is the desire of the newspaper to promote a healthy lifestyle and cover preventive measures of antisocial phenomena in the student environment, which (activities) are implemented thanks to the students themselves.

Nevertheless, we must not forget about possible threats, which are easier to deal with at the stage of their prevention. According to the SWOT analysis, student media have more

strengths than weaknesses [13]. Their situation depends mainly on funding, whether it will exist or not. The only reliable argument in this regard can be considered the development of the publication's presence in the social network. So, the magazine "RINHburg", creating a social group Vkontakte, is constantly information work, expanding relationships with the community. Comparing strengths and opportunities, magazine and newspaper have the following advantages (field of strength and opportunities):

- increase in the number of readers due to good interaction with the audience and due to the strength of publications-free;
- well-established work of journalists with the head can create not only excellent issues of magazines, but also create a favorable image of the organization, in consequence will receive a good attitude of the rector to the publication;
- interaction with the audience has a positive impact on the decision of the investor, and this gives the opportunity to cooperate with the editorial Board organizations.

The newspaper "In vivo" has an important advantage associated with the established authority of medical science in society and the importance of the work of the doctor. Going beyond the University will give the editorial office the opportunity for an additional audience to popularize and increase the circulation of the publication.

The increased interest of the readership to the publication "Kazan University" is explained by the reliability and timeliness of the events covered and the information presented. Integration with the Internet and the presence of its own website, where not only articles are posted, but also operational news on the principle of information agencies, contribute to the transfer of information almost continuously and in real time.

V. CONCLUSION

Today the Russian student press has overcome the initial stage of formation and entered a new stage of development associated with the awareness of itself as a separate type of periodicals. The strategy of action plays an important role in the activity of any student edition of both new and long-existing editions [12]. The prospect of the existence of the publication depends on the properly developed development strategy. Student corporate media is an image element of the

University, so maintaining their high quality and quantity is not only the responsibility of the editors, but also the departments of public relations (educational departments). One of the best options for analyzing the effectiveness of such publications is SWOT-analysis, which, with regular use, can become a tool for achieving success and leading position of student media in the city and region [10].

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